

## A COMPARATIVE ANALYSIS OF JOB SATISFACTION OF GRAMIN DAK SEVAKS OF SHIVAMOGGA AND BELAGAVI DISTRICTS OF KARNATAKA

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### ABSTRACT

*India Post hitherto known as Department of Posts is one of the oldest Departments under the Government of India. It is one of the largest postal networks in the world. Majority of the Post Offices are located in Rural areas. These Post Offices are predominantly manned by Gramin Dak Sevaks whose Job Satisfaction is crucial to the future of the Department of Posts. The present study examined the job satisfaction level of Gramin Dak Sevaks of Shimoga District and Belgaum District. The sample consisted of 100 Gramin Dak Sevaks from both these districts. Simple percentage method was used to analyse secondary data. The Garrett ranking method was adopted to identify the most influential and least influential factors determining job satisfaction. Further, the Chi - square test was applied to test the significance between expected frequencies and observed frequencies with regard to gender and job satisfaction, age and job satisfaction, educational qualification and job satisfaction and so on. It was found that there existed a significant relationship between gender and job satisfaction and also between education level and job satisfaction. While, with regard to other demographic features like age and job satisfaction, marital status and job satisfaction, work experience (length of service) and job satisfaction and post held and job satisfaction, the relationship recorded to be insignificant. Non grant of Civil Servant Status to these Gramin Dak Sevaks is the single most crucial factor of dissatisfaction.*

**KEYWORDS:** India Post, Gramin Dak Sevak, Job Satisfaction, Demographic features & Civil Servant Status

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### INTRODUCTION

India Post, in general, Department of Posts (DOP) being one of the leading Government Departments serving for more than 150 years has turned out to be the mainstay of India's communication by playing an essential role in the country's socioeconomic development. Further, it has touched the lives of Indian citizens through delivering mails, accommodating deposits beneath Small Savings Schemes, providing life insurance coverage under the Postal Life Insurance (PLI) and Rural Postal Life Insurance (RPLI) along with retail services like bill collection, sale of forms and so on. It also performs on behalf of the Government of India in providing service wage distribution under Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and old age pension overheads. India, standing as the largest Postal Network in the world operates through 154882 Post Offices by the end of March 31st, 2017 out of which about 89.86 percent operates in rural areas (139182) against 23344 post offices at the time of independence particularly operating in urban areas increasing by seven folds since Independence. However, on an average, each post office functions covering an area of 21.22 Sq. Km with

population of 8221 people.

## GRAMINDAK SEVAKSIN POST OFFICE

**Gramin Dak Sevak** (GDS) is the post present in Branch Offices of the Department of Posts. Most of the Rural Post Offices are being manned by Gramin Dak Sevaks (previously called as Extra Departmental Agents) whose Job Satisfaction is crucial to the future of the Department of Posts. These Gramin Dak Sevaks are further categorized as GDSBPM (Branch Post Master), and Assistant GDSBPM according to their duties performed. By the end of 31st March, 2017, totally 4,33,417 employees were working in the Department of Post office out of which 1,84,417 were Departmental employees accounting to 42.55 percent and remaining 2,49,000 were Gramin Dak Sevaks accounting to 57.45 percent. The following table exhibits employees' breakups in the Department of Posts in India as on 31<sup>st</sup> March 2017.

**Table 1: Personnel Strength in the Department of Posts**

Sl. No.	Particulars	Strength	Percentage
1	Group A (Gazetted)	619	0.14
2	Group B	Gazetted	2948
		Non Gazetted	5628
3	Group C	Excluding MTS	147031
		Only MTS	28191
4	Gramin Dak Sevaks	249000	57.45
	<b>Total</b>	<b>433417</b>	<b>100</b>

**Source:** Annual Report 2017-18, Department of Posts, Ministry of Communications, Government of India, p 88.

According to the data in Table 1, though they are on a temporary basis, GDS formed the major portion of the staff accounting to 57.45 percent working in the Department of Posts.

## STATEMENT OF THE PROBLEM

Currently the work environment of Postal Department in India is undergoing a major shift due to Globalisation, growing economies, and improved technology that are constantly presenting new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die marketplace, the success of any organisation relies on its workforce where Department of Posts is not an exception. In this context, Satisfied and committed Employees are the most significant assets of any Organisation, including postal department where postal services being the backbone of a Nation's economy, the efficient management of Human resources and the maintenance of higher Job Satisfaction levels affect the growth and performance of an entire department along with the economy. Based on the above conceptual understanding, this study aims to trace out the social recognition of GDS both inside and outside the Organizational structure along with the identification of factors influencing Job Satisfaction as well as Job Dissatisfaction of GDS in India Post.

## OBJECTIVES OF THE STUDY

The Objectives of the present study are as under:

- To study the Demographic features of GDS.
- To identify the most Significant factors influencing Job Satisfaction of GDS.
- To identify the most Crucial Factor of Job Dissatisfaction among GDS and

- To provide suggestive measures to enhance the Job Satisfaction and Job Performance of Gramin Dak Sevaks.

## **HYPOTHESES OF THE STUDY**

The Hypotheses of the present study are as under:

- **H<sub>1</sub>:** There is an insignificant difference between Age and Job satisfaction of Gramin Dak Sevaks.
- **H<sub>2</sub>:** There is an insignificant relationship between Length of service and Job Satisfaction of Gramin Dak Sevaks.
- **H<sub>3</sub>:** There exists an insignificant relationship between Post held and Job Satisfaction of Gramin Dak Sevaks.

## **RESEARCH METHODOLOGY**

### **Study Area**

The present study is carried out considering GDS functioning in Shivamogga and Belagavi districts of Karnataka state.

### **Data Types and Sources**

The present study though is mainly based on primary data. It also has taken into consideration Secondary data pertaining to 2016-17. Primary data is collected through a structured questionnaire from the Gramin Dak Sevaks with regard to factors related to Job satisfaction. Further, Secondary data is collected through Websites, Articles from Journals, Documents and Annual reports released from the Department of Posts, Ministry of Communication, Government of India.

### **Sample Design (Size and Method)**

The present study is with reference to the Job satisfaction of GDS of Shivamogga and Belagavi districts. Through a random sampling method, 50 respondents from each District are selected thus forming a total sample size of 100 respondents.

### **Data Analysis Tools and Techniques**

The simple Percentage method is used to analyse secondary data. The Garrett ranking method is adopted to identify the most Influential and least Influential factors determining Job satisfaction. Further, the Chi - square test is applied to test the Significance between Expected Frequencies and Observed Frequencies with regard to Gender and Job satisfaction, Age, and Job satisfaction, Educational qualification and Job satisfaction and so on.

## **ANALYSIS AND INTERPRETATION**

**Table 2: Demographic Features**

<b>Particulars</b>		<b>Shivamogga</b>	<b>Belagavi</b>	<b>Total</b>
Gender	Male	25(50)	25(50)	50
	Female	25(50)	25(50)	50
Age (Years)	Less than 30	21 (42)	23 (46)	44
	31 – 40	10(20)	5(10)	15
	41 – 50	8(16)	12(24)	20
	Above 50	11(22)	10(20)	21
Education Level	SSLC	38(76)	30(60)	68
	PUC	12(24)	12(24)	24
	Diploma	0	2(4)	2
	Graduate	0	5(10)	5

	Post Graduate	0	1(2)	1
Post Held	GDSBPM	35(70)	32 (64)	67
	Assistant BPM	15(30)	18(36)	33
Work Experience (Years)	Less than 10	19(38)	25(50)	44
	10 – 20	17(34)	10(20)	27
	Above 20	14(20)	15(30)	29
Marital Status	Married	24(48)	28(56)	52
	Unmarried	26(52)	22(44)	48
Religion	Hindu	50(100)	48(96)	98
	Muslim	0	1(2)	1
	Christian	0	1(2)	1

**Source:** Primary Data;

**Note:** Figures in parentheses is percentage to each District

The data in the above table reveals the Demographic features of the respondents. Job satisfaction of GDS is worked out considering 30 variables which were ranked using Likert's scale. Further, through Garrett ranking an attempt is made to identify more Influential and least Influential factors of Job satisfaction. As such, the ranks of variable factors influencing Job satisfaction of GDS of Shivamogga District and Belagavi Districts were analysed and the Overall factors influencing Job satisfaction of GDS in both these districts were determined which is presented in Table 3. According to the data in the table, though much difference is not observed in between Shivamogga and Belagavi districts, yet, factors influencing Job satisfaction varies slightly in these two districts.

**Table 3: Factors Influencing Job Satisfaction (Overall)**

Factors	Highly Influence	Influence	No Influence	Negative Influence	Highly Negative Influence	Total
Salary	33	32	12	12	11	100
Leave facility	28	28	16	18	10	100
Other financial benefits	26	33	20	12	9	100
Transfer policy	20	17	12	27	24	100
Rest time availability	15	18	15	32	20	100
Support from superiors	29	28	18	12	13	100
Risk involved in job	15	19	10	36	20	100
Level of job security	29	30	22	11	8	100
Promotion opportunity	27	26	19	17	11	100
Grievances settlement procedure	10	19	18	34	19	100
Over work load	12	18	15	35	20	100
Flexibility and freedom in the job	11	20	10	39	20	100
Feedback about the work done	12	18	13	36	21	100
Training provided	14	17	8	33	28	100
Challenging nature of the work	11	17	15	29	28	100
Psychological stress and frustration	19	39	19	13	10	100
Personal and family problems	27	30	16	17	13	100
Job enhancing social status in the society	23	31	19	14	13	100
Opportunity for creativity	7	15	19	31	28	100
Safety measures provided by the department	5	12	13	40	30	100
Congenial working environment	5	16	16	35	28	100
Cordial union activities of the department	16	12	10	19	43	100
Job involving social concern	21	33	15	17	14	100
Department recognizing good work	21	27	17	19	16	100
Relationship with the public	16	34	16	19	15	100

Department policies regarding target achievements	17	20	22	25	16	<b>100</b>
Recreational facilities	17	24	15	32	12	<b>100</b>
Social status within the department	14	23	17	30	16	<b>100</b>
Rules and regulations making job difficult	17	23	14	29	17	<b>100</b>
Good benefits compared to other departments	16	20	17	24	23	<b>100</b>

**Source:** Primary Data

**Table 4: Garrett Ranking of Factors Influencing Job Satisfaction**

Factors	Shivamogga			Belagavi			Overall		
	Total Score	Mean Score	Rank	Total Score	Mean Score	Rank	Total Score	Mean Score	Rank
Salary	2915	58.30	2	2835	56.70	1	5750	57.50	1
Leave facility	2790	55.80	5	2760	55.20	4	5550	55.50	5
Other financial benefits	2865	57.30	3	2770	55.40	2	5635	56.35	3
Transfer policy	2430	48.60	18	2370	47.40	18	4800	48.00	17
Rest time availability	2415	48.30	19	2320	46.40	21	4735	47.35	19
Support from superiors	2810	56.20	4	2750	55.00	5	5560	55.60	4
Risk involved in job	2380	47.60	20	2325	46.50	19	4705	47.05	20
Level of job security	2950	59.00	1	2765	55.30	3	5715	57.15	2
Promotion opportunity	2760	55.20	6	2730	54.60	8	5490	54.90	6
Grievances settlement procedure	2350	47.00	21	2275	45.50	23	4625	46.25	22
Over work load	2345	46.90	22	2285	45.70	22	4630	46.30	21
Flexibility and freedom in the job	2335	46.70	23	2250	45.00	25	4585	45.85	24
Feedback about the work done	2330	46.60	24	2265	45.30	24	4595	45.95	23
Training provided	2250	45.00	25	2240	44.80	27	4490	44.90	25
Challenging nature of the work	2210	44.20	26	2245	44.90	26	4455	44.55	26
Psychological stress and frustration	2745	54.90	7	2740	54.80	7	5485	54.85	7
Personal and family problems	2720	54.40	8	2910	54.91	6	5630	54.66	8
Job enhancing social status in the society	2705	54.10	9	2715	54.30	9	5420	54.20	9
Opportunity for creativity	2205	44.10	27	2110	42.20	29	4315	43.15	27
Safety measures provided by the department	2155	43.10	28	1940	38.80	30	4095	40.95	30
Congenial working environment	2080	41.60	29	2155	43.10	28	4235	42.35	29
Cordial union activities of the department	1645	32.90	30	2610	52.20	11	4255	42.55	28
Job involving social concern	2695	53.90	10	2640	52.80	10	5335	53.35	10
Department recognizing good work	2625	52.50	11	2580	51.60	13	5205	52.05	11
Relationship with the public	2585	51.70	12	2590	51.80	12	5175	51.75	12
Department policies regarding target achievements	2525	50.50	13	2450	49.00	15	4975	49.75	14

Recreational facilities	2510	50.20	14	2535	50.70	14	5040	50.45	13
Social status within the department	2500	50.00	15	2380	47.60	17	4880	48.80	16
Rules and regulations making job difficult	2495	49.90	16	2445	48.90	16	4940	49.40	15
Good benefits compared to other departments	2460	49.20	17	2325	46.50	19	4785	47.85	18

**Source:** Table 3

According to the data presented in Table 4, regarding the Garrett ranking of the factors influencing Job satisfaction, for GDS of Belagavi District, the top three factors are Salary, Other Financial benefits and Level of Job security, whereas, for the GDS of Shivamogga District, it is Level of Job security, Salary and Other Financial benefits. On the other hand, with regard to Overall performance, it is observed that Salary, Level of Job security and Other Financial benefits are the top three factors determining Job satisfaction. On the other hand, it is observed that Safety measures provided by the Department, Congenial working environment and Cordial Union Activities are rarely influential or least influential factors in determination of Job satisfaction.

**Table 5: Single Most Crucial Factor Causing Job Dissatisfaction**

Factors	Shivamogga	Belagavi	Overall
Non grant of Civil Servant Status	20(40)	28 (56)	48
Bureaucratic Rules and Regulations	06 (12)	04 (08)	10
No Recognition for work	05 (10)	07 (14)	12
Over-looking of Service Motto while calculating Profit or Loss	10 (20)	08 (16)	18
Inadequate opportunities for Self-improvement	09 (18)	03 (06)	12
<b>Total</b>	<b>50 (100)</b>	<b>50 (100)</b>	<b>100</b>

**Source:** Primary Data

The data in Table 5 exhibits Single Most Crucial factor causing Job Dissatisfaction. According to the data in the above table it is noticed that Non-grant of Civil Servant status to GDS turned out to be the Most Single Factor which caused Job Dissatisfaction as about 48 percent of the total respondents (40 percent in Shivamogga district and 56 percent in Belagavi district) in the study area felt this as the major cause for Job Dissatisfaction.

The data in Table 6 reveals overall job satisfaction of GDS in the study area as of which it is studied that mixed nature of opinion prevailed among the respondents who are either satisfied or dissatisfied as their percentages is almost at same level with marginal difference. However, the percentage of respondents having Job satisfaction accounted to 48 percent (15 percent strongly satisfied and 43 percent satisfied) and those Dissatisfied accounted to 44 percent (30 percent strongly satisfied and 14 percent satisfied) against 8 percent of the respondents being in undecided state.

**Table 6: Overall Job satisfaction of Gramin Dak Sevaks**

Factors	Shivamogga	Belagavi	Overall
Strongly Satisfied	08 (16)	07 (14)	<b>15</b>
Satisfied	15 (30)	18 (36)	<b>33</b>
Neither Satisfied nor Satisfied	05 (10)	03 (06)	<b>8</b>
Dis-satisfied	18 (36)	12 (24)	<b>30</b>
Strongly Dis-satisfied	04 (08)	10 (20)	<b>14</b>
<b>Total</b>	<b>50(100)</b>	<b>50(100)</b>	<b>100</b>

**Source:** Primary Data

**Table 7: Chi-square Test Results**

Particulars		Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree	X <sup>2</sup> Value	DF	Table value	Result
Gender	Male	1	20	4	20	5	17.2 (0.002)	4	9.488	Significant
	Female	14	13	4	10	9				
Age (in years)	Less than 30	9	14	3	10	8	11.1 (0.518)	12	21.026	Insignificant
	31 - 40	3	6	1	4	1				
	41 - 50	3	5	3	6	3				
	Above 50	0	8	1	10	2				
Marital Status	Married	6	19	4	17	6	2.02 (0.732)	4	9.488	Insignificant
	Unmarried	9	14	4	13	8				
Education Level	SSLC	14	18	6	24	6	28.7 (0.026)	16	26.296	Significant
	PUC	0	13	2	4	5				
	Diploma	0	0	0	0	2				
	Under Graduate	1	1	0	2	1				
	Post Graduate	0	1	0	0	0				
Work Experience	Below 10 Years	8	15	3	10	8	4.69 (0.790)	8	15.507	Insignificant
	10 to 20 Years	4	9	2	8	4				
	Above 20 Years	3	9	3	12	2				
Post Held	GDSBPM	11	20	5	19	12	3.36 (0.500)	4	9.488	Insignificant
	Assistant BPM	4	13	3	11	2				

**Source:** Primary Data;

**Note:** Figures in parentheses is P value

Further, the overall job satisfaction in accordance to gender, age, marital status, education level, work experience and post held is tested and results are presented in Table 7. There exist the significant relationship between Gender and Job satisfaction and also between Education level and Job satisfaction. While, with regard to other Demographic features like Age and Job satisfaction, Marital status and Job satisfaction, Work experience (length of service) and Job satisfaction and Post held and Job satisfaction, the relationship recorded to be Insignificant.

## FINDINGS OF THE STUDY

Some of the major findings of the study are as follows:

- Majority of the Gramin Dak Sevaks were of younger age that is less than 40 years.
- The majority of the respondents were educated up to PUC though the minimum qualification required for GDS is SSLC.
- The majority of the respondents were working as Branch Post master in GDS Branch Offices.
- Most of the respondents were having work experience of less than 10 years.
- Almost all respondents belonged to Hindu religion except two respondents, out of which one belonged to Muslim religion and the other belonged to the Christian religion.
- Salary and Level of Job security influenced highly with regard to Job satisfaction followed by Other financial benefits, Support from superiors and Leave facility.
- Safety measures provided by the Department followed by the congenial working environment and Cordial Union activities of the Department are the least influential factors in Job satisfaction.

- Non grant of Civil Servant Status turned out to be the Most Crucial Factor causing Job Dissatisfaction.

## SUGGESTIONS

Based on the above findings some of the suggestions recommended are as follows:

- The GDS should be provided with regular training which in turn will enhance their performance level as well as their Job satisfaction.
- Eye-catching system of incentives should be introduced.
- Excessive hours of work should be reduced which will in turn result in enhancing physical fitness of the GDS.
- The adoption of modern gadgets and Computerisation of GDS Branch offices should be initiated.
- Providing effective and modern infrastructure to Branch post offices in rural areas which in turn will result in building friendly working environment.
- Raising the remuneration of the GDS so that they will come out of the pressure of furnishing the undertaking regarding the existence of other sources of income.
- Initiating establishment of Call Centres might not only result for instant handling of customer inquires, but also will reduce the work pressure of the customers interacting with GDS.
- Equipping Branch Post Offices manned by GDS by standardized transaction team members having highest requirements in terms of knowledge, language skill and communication skill to build up a friendly relationship with customers.

## CONCLUSIONS

The Postal Department as the main stay of India's communication network and essential of the country's socio-economic progress has impressed breathes of every citizen in terms of mail, banking, insurance, money transfer or retail services. The essence of India is becoming a Developed Country mainly rests on the Development of Rural India and the GDS Branch Offices can become a Harbinger of Change in this process of Development. However, the present study concludes that the GDS have high level of sensitivity regarding Job security, Level of Pay, Working environment, Benefits, Job status and other factors which needs to be addressed Positively by the Government.

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